United Nations DP/RPD/RAP/2/Rev.1

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
28 January 2014

Original: English

First regular session 2014
27 to 31 January 2014, New York
Item 3 of the provisional agenda
Country programmes and related matters

Regional programme document for Asia and the Pacific, 2014-2017

Contents

		Paragraphs	*Page*
I.	Situation analysis	1-9	2
II.	Lessons learned	10-13	4
III.	Proposed programme	14-48	5
IV.	Programme management, monitoring and evaluation	49-55	12
V.	Partnerships	56-58	13
Annex.	Results and resources framework for the regional programme for Asia and the Pacific, 2014-2017		15

14-21898 (E) 290114

Please recycle

I. Situation analysis

1. Asia and the Pacific is the world's fastest growing region and one of its most dynamic. In its publication, *World Economic Outlook 2012*, the International Monetary Fund estimates that between 2013-2017 five of the ten fastest growing countries in the world will be in Asia. However, in recent years, economic growth in the Pacific has been relatively low, erratic and exclusive. With the exception of commodity producers, structural impediments will likely continue to undermine growth prospects in most Pacific islands for the coming years and, in some cases, external and fiscal imbalances will continue to grow. In terms of development progress, the region as a whole has already achieved Millennium Development Goal (MDG) 1 on poverty, and is on track to achieve some other MDG targets by 2015. However, the *Asia-Pacific Regional MDG Report 2012/13* indicated that progress has been slow and mixed on other MDGs, for example, hunger, health and the environment, and characterized by high geographic disparities in income and human poverty. The majority of Pacific islands are off-track on nearly all targets, with the exception of MDG 2.

2. Economic successes have not translated into development gains for all, as the region's widening economic and social inequities testify. Over the last two decades, the Gini coefficient for developing countries in Asia and the Pacific rose from 0.39 to 0.46, further widening the gulf between the poor and affluent populations and testing the limits of social cohesion. In short, Asia has had consistently high but non-inclusive growth. Employment growth has lagged far behind gross domestic product (GDP) growth, especially among youth. During 2009-2011, employment grew by just 1 per cent, while GDP grew at a rate of over 7 per cent. Even among those employed, the working poor – defined as persons employed earning less than $1.25 a day – comprise 25 per cent of the region's labour force. An estimated 743 million people still live in extreme poverty, of which two thirds are women, according to the *Asia-Pacific Regional MDG Report 2012/13*. Moreover, in 2012 the United Nations Human Settlements Programme (UN-Habitat) reported that half of the world's urban population now lives in Asia and the Pacific and, by 2020, over 50 per cent of the region's population is expected to live in cities. Urban areas face a range of governance, service delivery, equity, exclusion, and sustainability challenges. As countries of Asia and the Pacific work toward a new development framework, they face the overarching challenges of tackling persistent poverty, high and rising inequality, and unsustainable patterns of growth.

3. By 2050, climate change and environmental degradation may lead to an 8 per cent decline in global human development index (HDI) values, according to the *Human Development Report 2011*. Global financial damages from natural disasters amounted to $366.1 billion in 2011, of which Asia and Oceania accounted for 75.4 per cent and 5.6 per cent, respectively, or about $296 billion in total, as reported in the *Annual Disaster Statistical Review 2011: The Numbers and Trends*. In 2012, Asia and the Pacific remained the world's most disaster prone region, in terms of both the number of disasters and victims, as per 2013 data compiled by the United Nations Office for Disaster Risk Reduction (UNISDR). The poor, especially women, children and the elderly, are most vulnerable to disasters. Archipelago nations, such as the Philippines, Indonesia and small island developing states, are at greatest risk to the negative social and economic impacts of climate change. Frequent natural disasters, the threat of sea level rise and weak capacities contribute to growth volatility and the overall vulnerability of Pacific economies. All countries are experiencing environmental degradation as a direct result of rising wealth, greater consumption of natural resources and growing population pressures. In some countries, the interplay between conflict, environmental degradation and natural disasters adds a further layer of complexity to recovery, and further stretches national capacities and resources. These challenges point to a continuing need to promote resilient, sustainable development both at national and regional levels through improved environmental

management, disaster risk planning, adaptation measures, and conflict prevention, especially for the most vulnerable segments of society.

4. The majority of poor, for the first time in history, reside in middle income countries (MICs) where average incomes are increasing. Greater economic interdependence between countries, while welcomed, is also accompanied by risks. The series of crises (food, fuel, financial, economic) and natural disasters over the past decade have had a lasting social and economic impact across the region. A sizeable population that now lives above the poverty threshold remains vulnerable – 900 million people living on daily resources of between $1.25 and $2-a-day are at risk of being pushed back into extreme poverty (*Asia-Pacific Regional MDG Report 2012/13*). In the absence of adequate social safety nets, vulnerability is likely to increase. In this context, the region is facing a rising epidemic of non-communicable diseases as the significant cause of disability, poverty due to out-of-pocket health care costs, and early death. Pacific countries suffer from weak economic governance, particularly at the local levels. This includes the capacity to administer delivery systems of basic services (primary health care, sanitation, safe water and education), particularly in rural areas and remote outer islands. Policy formulation, planning and budgeting processes are often incoherent and lack clear implementation and monitoring and evaluation mechanisms. While the MDGs are well addressed at the national levels, they nearly absent at the sectorial and local levels.

5. Gender inequality and discrimination against women continue to persist. As noted in the *Global Gender Gap Report 2012*, out of five regions, Asia and the Pacific has the second highest gender gap ranking based on overall indicators, including economic participation and opportunity, educational attainment, health and survival, and political empowerment. The *Asia-Pacific Human Development Report 2010* noted that women's labour force participation rates are particularly low in South Asia (37.4 per cent), and the Pacific has the lowest rate of women's political representation in the world; excluding Australia and New Zealand, 4.7 per cent of parliamentarians in the Pacific are women (data of the Inter-parliamentary Union). Gender-based violence (GBV) prevalence rates are among the highest in the world, with rates of over 60 per cent documented in some countries, as noted in the *Asia-Pacific Human Development Report 2010*. Concerted efforts are thus needed to increase women's participation in all aspects of society, from government representation to access to credit, and from participation in the labour force to ownership and management of natural resources.

6. Disparities in access to justice, legal aid, health, sanitation, education, and energy are due in large part to discriminatory policies and practices, which predominantly affect women and other excluded groups. At the same time, populations are increasingly demanding a role in decision-making through electoral process as well as through other institutions such as parliaments, the media and civil society. Where countries have been unable to respond to demand, there has been social disruption and political upheaval with negative impacts on growth and development. The lack of appropriate legal frameworks to manage growth and development is reducing their potential benefits for populations. According to the Transparency International perception of corruption index 2012, nine countries in the region figure in the lowest quintile of most corrupt countries. Where corruption is most acute in the region, it exposes the most vulnerable and excluded sectors of society to violations of their human rights, and reduces resources available for development priorities as a whole (United Nations High Commissioner for Human Rights, concept note: "Negative impact of corruption on the enjoyment of human rights", Human Rights Council panel on anticorruption, March 2013). Addressing exclusion will therefore be critical in efforts to ensure that everyone has equitable access to resources, goods and services. At the same time, it is essential to cultivate more efficient, inclusive forms of democratic governance.

7. The region accounts for over 50 per cent of the conflicts in the world, according to assessments by the Norwegian Geotechnical Institute and the Office for the Coordination of Humanitarian Affairs. In a number of instances, mechanisms to mediate different interests and political settlements after peace agreements remain weak. Tensions within countries have spill-over effects across borders, such as the movement of displaced peoples and trafficking, with a disproportionate impact on women. Conflict and the potential for conflict must therefore be reduced through inclusion and building trust, consensus and mutual respect through dialogue, consultation and mediation.

8. The region, more so than any other, is experiencing significant shifts in its sources of financing for development. Domestic resources represent around 85 per cent of available financing for development; of available external sources, including public and private, official development assistance (ODA) represents only about 1 per cent for the region as a whole. While many low income countries and least developed countries in the region continue to rely heavily on ODA to finance their national plans, all countries in the region, and particularly MICs, are having to manage ODA within a more complex, diverse flow of public finance that includes remittances, global funds (such as climate funds), philanthropic contributions and growing levels of South-South cooperation. The changing flows of development finance are also accompanied by new modalities of knowledge generation and exchange that focus on Asian growth and development models and experiences. Countries in the region are increasingly establishing modalities to share their knowledge within the region and beyond.

9. Given these development trends, the key challenge for Asia and the Pacific region will be finding sustainable development pathways that strike the right balance between achieving inclusive growth and ensuring sustainability for current and future generations.

II. Lessons learned

10. UNDP designed the regional programme in light of the situation analysis above. In addition, it has built on its extensive experience in the region, lessons learned from past regional cooperation, operational feedback and independent evaluations.

11. The 2012 independent evaluation of the previous Asia and the Pacific regional programme, 2008-2011, which was extended until 2013, concluded that, despite the constraints of operating in an extremely diverse region, the programme was highly relevant; had addressed critical regional development challenges; and operated efficiently, ensuring programme delivery consistent with its regionality principles. The evaluation also concluded that, "the regional programme has made important strides to incorporate gender mainstreaming into its policy, programming and implementation. Across focus areas, the regional programme mainstreamed a gender dimension well in both the design and implementation of its projects, as well as in its support to country offices". The evaluation also concluded that the development of a parallel programme for the Pacific provided more efficiency gains than losses.

12. The evaluation recommended focusing more heavily on: realizing genuinely regional initiatives that have cross-border implications where government counterparts have been engaged; securing national government ownership as an essential precondition for sustainability; increasing systematic results-monitoring of how technical support was used by country offices; and clearly identifying how the regional programme contributed to results at the country level. It noted that the regional programme had still fully to convert individual knowledge generation into an organization-wide knowledge asset that was readily accessible and widely utilized.

13. According to the *Assessment of Development Results Pacific Island Countries 2012*, the focus of the regional programme in the Pacific island nations was very relevant. It noted significant achievements in MDG-based pro-poor policy advice and financial inclusion; parliamentary strengthening and civic education; disaster risk management and humanitarian response; and climate change adaptation, mitigation and mobilization of environmental finance. An independent assessment of the UNDP regional Pacific Centre in 2011 highlights the organization's central role in providing high-quality knowledge services and policy advice on cutting-edge, sensitive development issues.

III. Proposed programme

Guiding principles

14. The proposed regional programme for Asia and the Pacific is aligned with the UNDP strategic plan, 2014-2017 (DP/2013/40), and contributes to its overarching objective of helping countries to achieve simultaneously the eradication of poverty and the significant reduction of inequalities and exclusion.

15. The regional programme is intended to capture the multi-faceted nature of the work that is carried out at the regional level, which combines inter-country cooperation initiatives in consultation with and approval of the countries involved, and the provision of policy advisory services in support of the implementation of country programmes in the region. The document reflects the evolving nature of these activities, which depend on opportunities that arise and is, therefore, flexible by design. The regional programme is not an aggregation of country programmes but rather a distinct element intended to complement UNDP country programmes, on the one hand, and its global engagement, on the other. The regional programme does not replace UNDP priorities at the country level, which UNDP country offices identify in collaboration with their respective host governments for the country programmes. Nor can it fully replicate the organization's comprehensive prioritization at the global level, where UNDP provides support across all seven corporate outcomes and 39 outputs. Rather, consistent with priorities identified both at national and global levels, the regional programme focuses on areas of work most relevant to the Asia and Pacific region.

16. In the Asia and Pacific region, the existence of sub-regional institutions such as the South Asian Association for Regional Cooperation (SAARC), Association of Southeast Asian Nations (ASEAN), the Pacific Islands Forum (PIF) and the Secretariat of the Pacific Community (SPC) are indicative of Member States commitment to regionalization. From the UNDP standpoint, support to these and other inter-governmental processes is a fundamental principle. Moreover, UNDP finds it effective at the regional level to promote and support inter-country collaboration and exchange of experience, even in the absence of formal structures.

17. The regional role of UNDP is based on the following five *regionality* principles:

(a) Promotion of regional public goods based on strengthened regional cooperation and integration;
(b) Management of cross-border externalities and spill-overs that are best addressed collaboratively on an inter-country basis;
(c) Advancement of awareness, dialogue and action on sensitive and/or emerging development issues that benefit strongly from multi-country experiences and perspectives;
(d) Promotion of experimentation and innovation that overcomes institutional, financial and/or informational barriers that may be too high for an individual country to surmount;

(e) Generation and sharing of development knowledge, experience and expertise, for instance, through South-South and triangular cooperation, so that countries can connect to, and benefit from, relevant experiences from across the region and beyond.

18. Policy services in the Asia and Pacific region are part of a larger UNDP global network which includes five UNDP regional centres and a number of more specialized global policy centres, two of which are located in Asia: the Singapore Centre for Public Service Excellence and the Seoul Centre for Global Partnerships. The UNDP regional centres in Asia and the Pacific act as the UNDP nexus for such policy exchanges in the region, although the expertise itself is dispersed throughout the region and within the UNDP global network more widely. This comprises UNDP staff as well as those in projects it supports, as well as professionals in a wide range of partner institutions.

19. While efforts at country and regional levels each have unique advantages in addressing development challenges, there is an additional dimension of work that contributes to maximizing development potential. It is the ability to connect, advance and utilize learning, knowledge, expertise and experiences across regions. The ability is central both to the value added of UNDP as well as to its effectiveness as one of the few truly global multilateral institutions. Building on all five regional programmes and a large and varied portfolio of country programmes – with the global programme providing the catalyst – UNDP will address inter-regional cooperation around a selected and strategic set of issues. They are the post-2015 development agenda and sustainable development goals, climate and disaster risk management, including their close linkages with natural resource management, conflict prevention, and recovery from crises.

Regional policy and programme priorities

20. UNDP believes certain considerations are of overriding importance and common to all its activities in the region. The most important are summarized below and will be integrated throughout its regional work.

(a) *The eradication of poverty and significant reduction of inequalities and exclusion.* This represents the core vision on which the UNDP strategic plan, 2014-2017, is founded and is in line with the approach adopted in the quadrennial comprehensive policy review. It will be the guiding principle for the work of UNDP at the regional level, including its support to country offices and programme countries. UNDP views everything it does at the regional level through this prism – whether and how its programme will impact national and regional strategies to further the eradication of poverty and significantly reduce inequalities and exclusion, both rural and urban.

(b) *Reducing exclusion of specific population groups and promoting gender equality and women's empowerment.* As part of its focus on poverty eradication, UNDP will address the specific needs of women, women-led households and other excluded groups. Exclusion takes many forms but includes exclusion from governance processes and decision-making as well as from full participation in economic growth.

(c) *National and regional ownership and capacity.* In keeping with the recommendations of the quadrennial review, UNDP will focus on national ownership and full participation in development processes, with programme countries making decisions on how best to meet their people's aspirations. This includes giving priority to institutional capacity development across the region and developing the policies, leadership skills, partnering abilities and institutional capabilities that can sustain results over time.

21. In addition to the above three considerations, there are also several cross-cutting issues that are common to all UNDP work in the region. They reflect the *how* of UNDP work rather than the *what*, and will inform all aspects of the project and programme cycle:

(a) *Issues-based approach.* The regional programme will systematically adopt issues-based approaches to inter-country cooperation as well as policy advisory services in support of implementation of country programmes whenever relevant.

(b) *Knowledge management and innovation.* A continued key aspect of UNDP work at the regional level will be to organize its knowledge and experience, including successful innovative approaches and partnerships, and to cross-fertilize learning between country programmes. UNDP reaches beyond these confines through the Solution Exchange initiative, which facilitates 'communities of practice' that involve national partners within and beyond the region to share and create experience and knowledge of development solutions.

(c) *South-South cooperation (SSC) and triangular cooperation.* UNDP will make South-South and triangular cooperation core ways of working in the region, underpinning inter-country initiatives and accelerating regional integration to address key regional challenges. UNDP will target three aspects: (i) sharing knowledge of development experiences and solutions from within and beyond the region; (ii) where required and requested by programme countries, providing regional support for the harmonization of policies, legal frameworks and regulations for sustaining and expanding South-South and triangular cooperation that maximizes mutual benefits, in partnership with relevant regional and sub-regional entities such as SAARC, ASEAN, PIF, SPC, etc.; and (iii) building capacity of regional and sub-regional entities to implement South-South cooperation. As part of these activities, UNDP will deepen its engagement with emerging partners, initially with China, India and Indonesia, and promote regional and sub-regional work with other United Nations organizations and the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). These partnerships will help maximize UNDP country and programmatic reach and resources to provide a global operational arm for South-South and triangular cooperation that will be accessible to other members of the United Nations development system. This approach aligns with the new strategic plan, 2014-2017, and provides a strong complement to the system-wide coordination, outreach and dialogue functions of the United Nations Office for South-South Cooperation.

22. The regional programme is structured around four outcomes selected from the UNDP strategic plan, 2014-2017, that are considered most relevant to regional needs and the comparative advantage of UNDP in Asia and the Pacific at the regional level.

Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

23. Economic growth in the region has been rapid in recent years but has masked growing disparities within and between countries. The region is still home to about two thirds of the world's poor and undernourished people, many of whom reside in middle income countries. In addition, the region has a large proportion of the world's working poor, two thirds of whom are found in South Asia alone. Economic growth has also, in many instances, been built on unsustainable use of natural resources such as land, forests, fisheries and minerals. The region faces some of the world's most serious environmental challenges, from pollution in cities to deforestation and land degradation in the countryside; from the loss of biological diversity to sea level rise and eroding coastlines.

24. UNDP will assist countries in creating employment and livelihood opportunities, and strengthen sustainable management of ecosystems and natural resources. The productive capacities side of the equation will include support to micro, small and medium enterprises, especially those owned by women, that strengthens regional trade links to new markets and leads to improved employment and livelihoods opportunities of women and other target groups in South Asia. Despite some progress, the Pacific sub-region remains one of the least banked regions of the world, with close to 80 per cent of its people without access to formal financial services. UNDP and the United Nations Capital Development Fund will continue to promote access to financial products and services to improve the livelihoods and financial security of low income and rural populations, with a particular emphasis on women. UNDP will aim its strategic interventions at creating an enabling policy and legal environment, supporting innovation and the use of information and communication technology, delivering financial education and targeted research to enable a diverse range of financial service providers to serve unbanked populations across the Pacific. Furthermore, UNDP will contribute to improving employment and livelihoods opportunities by providing, upon request, policy advisory services for the implementation of country programmes based on analysis and options that utilize UNDP strengths.

25. On environment, UNDP will promote the sustainable use of natural resources, such as forests, fisheries, agricultural landscapes and mineral wealth, while also promoting inclusive and resilient growth, particularly for poor and excluded populations and those living in remote rural communities. Overharvesting of communal natural resources can severely undermine the livelihoods of poor rural households, and especially rural women and women-led households, who depend disproportionately on such resources. Overharvesting also increases their vulnerability to disasters and can potentially lead to local conflicts. UNDP will work with local, national and regional institutions to improve the legal, policy and institutional frameworks for natural resource management, especially to ensure that these frameworks are inclusive, pro-poor, gender sensitive and conflict resilient. UNDP will also promote the adoption and scaling up of innovative approaches to natural resource management by countries in the region, and strengthen regional and trans-boundary management of shared resources such as river and marine systems, migratory species and coastal zones.

26. Many poor people without access to economic opportunities and social services depend on natural resources for their livelihoods and are the most affected when these resources become degraded. Energy access is an example of this nexus: the poor, who are dependent on traditional fuels and inefficient energy systems, endure indoor pollution, high prices, huge time burdens and environmental degradation. Women feel these negative impacts disproportionately; they are usually responsible for collecting fuel wood and suffer the worst impacts of indoor air pollution from cooking stoves. Those with access to modern energy services, on the other hand, are better able to reduce poverty and increase incomes (for example, through micro and small enterprises), while benefiting from healthier environments and less wasted time.

27. UNDP will continue the extensive work already being done in the region to synthesize and share innovative approaches that generate sustainable, efficient energy services for the poor. It will further develop and strengthen the regional network of energy access practitioners, while promoting innovative solutions to providing energy access for poor and remote communities. This work will be undertaken within the broader context of the Secretary-General's Sustainable Energy for All initiative, and will contribute to and inform country efforts to build community resilience through improved access to modern energy services, mitigate the effects of climate change through renewable energy end energy efficient technology choices, and reduce dependence on fuel wood from forests.

Outcome 2. Citizen's expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance

28. The Asia and Pacific region has been a global centre of growth for the last two decades, reducing poverty by half and making significant progress on most MDGs. However, the benefits of growth and development have left behind millions of people still trapped in poverty, especially women and other excluded groups.

29. There have been a number of positive developments in the governance arena, including the strengthening of national human rights institutions and anti-corruption agencies, stronger engagement in the Universal Periodic Review (UPR) process as a means for national policy dialogue, stronger civil society engagement and policy dialogue even in countries with limited democratic space, and greater public participation in legal and constitutional reform processes. However, these innovations and advances are uneven throughout the region.

30. Achieving further progress in sustainable development across the region will depend on leveraging and scaling up these positive developments and innovations to improve the quality of governance and effectiveness, efficiency and equity across the region in the generation, allocation and management of resources. Responsive governance systems based on the rule of law are essential for the implementation of policies that are economically, environmentally, and socially inclusive and sustainable.

31. Furthermore, deepening democratic governance across the region will require addressing issues of voice and accountability for women and excluded groups by facilitating state-civil society dialogue that fosters an enabling environment for women's leadership and political participation in public office. Continued efforts to increase women's political participation will build on the advocacy policy work undertaken during the previous programme cycle. UNDP will place particular emphasis on working with programme countries to strengthen the capacity of political groups, women's candidates and caucuses.

32. In a related area, UNDP will strengthen regional collaboration and exchange of experience on governance and management of extractive industries, especially with regard to impact assessments; inclusive decision-making and transparency; and revenue management (the use of revenues and distribution of benefits and economic diversification strategies to generate employment and livelihood opportunities for the poor, including indigenous peoples and other excluded groups). By compiling and sharing regional and global best practices, UNDP will help countries in the region to address more effectively the challenges and potential benefits of well-managed extractive resource development. Using regional networks, it will document good experiences and promote transparent and accountable negotiations, in collaboration, for example, with the ASEAN Minerals Cooperation Action Plan process. Furthermore, UNDP will support implementation of country programmes through policy advisory services, contributing to strengthened transparency, accountability and integrity at national and sub-national levels in compliance with the United Nations Convention against Corruption.

33. UNDP will promote legal and administrative reform within which the rights of women and excluded groups are protected and access to justice is guaranteed. In particular, the regional programme, in partnership with sub-regional and regional networks, will identify successful innovations and transformations within and outside the region and support their introduction to new country contexts. UNDP will continue to work with the Asia-Pacific Forum of Human Rights Institutions to strengthen the capacities of national human rights institutions, with a particular focus on their role in promoting and protecting the rights of women and excluded groups. Regional civil society

networks partners include, for example, the ASEAN Disability Forum, the ASEAN Sexual Orientation and Gender Identity Caucus and others.

34. UNDP will pay particular attention to the development and promotion of best practice standards within and across the regions related to enabling equitable, accountable and effective service delivery to excluded groups and, in particular, to people living with HIV and those affected by HIV. UNDP will draw these people from work that it has undertaken with the support of the Global Fund to Fight AIDS, Tuberculosis, and Malaria.

35. UNDP regional work on gender-based violence will build on the joint regional United Nations programme – Partners for Prevention (P4P) – implemented with UN-Women, UNFPA and UN-Volunteers. P4P research will inform policy and programming for preventing violence gender-based violence in individual programme countries, as well as with various sub-regional and regional bodies.

Outcome 3. Countries are able to reduce the likelihood of conflict, and lower the risks of natural disasters, including from climate change

36. At the regional level, UNDP will promote resilience to shocks resulting from natural hazards and social conflict, and link humanitarian, peace-building and longer-term development efforts. The overall intent is to reduce risks, prevent crises (whether from human-made or natural causes) and avert major development setbacks. UNDP will work to through regional exchanges to strengthen mechanisms for mediation and consensus building to address specific tensions.

37. UNDP work will focus on disaster preparedness within the broader disaster risk management framework, which is central to building greater resilience to climate change and natural hazards. The following are key areas for intervention: effective early warning systems utilizing climate risk information to reduce disaster risks; established capacities in systematic, credible recording of disaster loss and damages that support evidence-based disaster risk reduction planning; and increased participation of women in climate change adaptation and disaster risk reduction plans. UNDP will also facilitate development of appropriate methods to transfer knowledge and skills to countries using a practitioners and South-South cooperation approach.

38. At the regional level, UNDP will develop tools, methodologies, systems, policies and standards for supporting gender-responsive disaster risk reduction at national and sub-national levels. It will establish partnerships with relevant national institutions to ensure sustainability of efforts, and support trans-boundary planning for response and recovery, particularly for disasters caused by climate change. By working on regional harmonization of standards and applying policy advisory services to the national level as required, UNDP will strengthen the capacity of communities to better manage current climate risks and support initiatives that enhance coordination and alignment of climate change adaptation and disaster risk reduction policies.

39. Working with its country offices and regional partners, UNDP will contribute to reducing the risk of violent conflict by strengthening regional access to expertise to consolidate peace, post-conflict mediation and social cohesion processes. Recognizing the specific vulnerabilities of women and youth in conflict/post-conflict situations, and their potential role for change in such contexts, UNDP will expand and scale up its engagement in the Women, Peace and Security agenda. A similar initiative is also underway in the Pacific that involves men from civil society and the government, and has the potential for cross-regional exchanges and cooperation.

40. This outcome is also of special relevance to the Pacific sub-region, which faces the threat of sea level rise and is beset by recurrent natural disasters. However, in terms of the

sub-region's needs and UNDP comparative advantages, the emphasis is less on disaster preparedness and early warning systems, which are already covered elsewhere, but on disaster response and early recovery. The Pacific Centre in Suva will continue to play a pivotal role in first-line response in this area.

Outcome 4. Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with UNDP engagement principles

41. As Asia and the Pacific continues its rapid development, programme countries are moving from being beneficiaries of international development assistance to being active partners in a collaborative regional development process. Traditional ODA flows are an ever smaller percentage of development funding in the region, and the scale and impact of domestic and private-sector funds have been growing rapidly. UNDP will focus on supporting these development shifts to ensure that the emerging development cooperation systems and partnerships prioritize issues such as poverty, inequality, exclusion, gender and the rights and needs of minority groups.

42. UNDP will engage in four dimensions of this evolving development cooperation agenda: (a) strengthening national development systems and processes for achieving the MDGs and responding to the post-2015 development framework; (b) accessing, managing and integrating existing and emerging sources of global development financing (including environment and climate financing); (c) advocating for and strengthening innovative and catalytic South-South and trilateral cooperation frameworks; and (d) identifying, promoting and scaling up regional exchanges and cooperation on emerging development issues such as urbanization, demographic transitions (youth and aging), non-communicable diseases, and sexual and gender-based violence.

43. In order to strengthen national systems to accelerate progress for MDG achievement, UNDP will support the consolidation and sharing of national best practices on MDG acceleration, planning and statistics. As nations reach agreement on the post-2015 development framework, UNDP support will transition to assisting countries in establishing plans and systems that respond to this new development framework, including specific support in areas such as gender-responsive economic and policy planning.

44. The UNDP regional human development reports, dealing with issues straddling multiple focus areas of relevance and priority to the region, will be one of the primary advocacy instruments to address issues of inequality, vulnerability and resilience, discrimination and human development. UNDP will continue to prepare the reports in a participatory manner through sub-regional, multi-stakeholder consultations, guidance from a regional technical advisory committee made up of United Nations organizations, and relevant collaboration with other UNDP bureaux and the Human Development Report Office. The *2014 Regional Human Development Report* focusing on youth, aging and other demographic transition issues will examine causes and effects of youth unemployment in the region. The reports are also expected to inform related UNDP country programming. In addition, short, effective policy briefs that synthesize debates and country learning on key emerging issues, including comparative analyses of country experiences within and among regions and in areas where countries have interests, will complement the knowledge products made available to countries through the regional programme.

45. UNDP will support countries in accessing and managing global development funding, both from conventional ODA sources as well as from thematic vertical sources such as multilateral environment funds, and other similar mechanisms. UNDP will offer countries support in conducting climate public expenditure institutional reviews, in formulating national development financing strategies, undertaking development finance and aid assessments, and developing programmes and strategies to access sources of

climate and environment finance. UNDP will provide this support from the regional level given the highly specific and technical nature of the advisory expertise needed, which leverages existing regional capacities in areas such as climate and environment finance.

46. UNDP will support cross-fertilization and scaling-up of South-South partnerships in the region, and will help to synthesize and disseminate the critical features required to identify and establish successful South-South and trilateral cooperation initiatives. This work will build on the country-specific South-South and trilateral cooperation undertaken through country programmes. Where required and requested, UNDP will provide regional support to assist country offices and government partners in identifying, negotiating, facilitating and implementing South-South exchanges and collaborative agreements, both within the region and with partners in other regions. UNDP will pay particular attention to ensuring the sustainability and lasting positive effects of South-South and trilateral cooperation initiatives.

47. UNDP will support specific regional exchanges and collaboration on emerging development issues, and has identified a number of issues of growing relevance to clusters of countries in the region. Country partners have also expressed strong interest in having platforms and processes by which to exchange knowledge and experiences on these issues. Other examples include the challenges posed by urbanization, youth unemployment, rural-urban migration and the growth of cities in the region; the threat and impact of non-communicable diseases; and the prevalence of sexual and gender-based violence in parts of the region. This outcome will provide a platform for government and non-government partners to share insights and solutions at regional and sub-regional levels, and feed them into country-specific work on these issues that may be undertaken through country programmes.

48. UNDP will address these emerging issues through a combination of regional knowledge exchanges, virtual and face-to-face discussions, analysis and synthesis of current knowledge and best practices, targeted pilot initiatives in partner countries and the development of toolkits, analytical frameworks or programming strategies to be integrated into country-specific UNDP programming where appropriate. However, in each case, UNDP will address these emerging issues in an explicitly multidimensional, issue-based way, leveraging the breadth of expertise and technical capacity available in UNDP regional and global centres and knowledge hubs.

IV. Programme management, monitoring and evaluation

49. UNDP adopts a results-based approach to its work. The regional programme will establish clear and measurable indicators of achievement at both output and outcome levels. The regional programme framework will support country programmes and will implement inter-country cooperation directly. The country office and national partners will undertake the task of measuring programme results and effectiveness at the country level in the context of their own results management processes, while at the regional level UNDP will establish relevant intermediate indicators and measures of organizational effectiveness for inter-country cooperation initiatives and the provision of policy services.

50. UNDP will directly execute the regional programme and its overall management oversight and accountability will rest with the Regional Bureau for Asia and the Pacific. The bureau will delegate day-to-day management for significant elements of the regional programme to its two regional centres:

(a) The Asia and Pacific Regional Centre, based in Bangkok, will serve the whole region, having access to a broad range of development expertise across UNDP priority areas of work. However, its primary focus will be on programme countries in the Asian continent and partnerships with ASEAN and SAARC.

(b) The Pacific Centre, based in Suva, will provide support to the three Pacific country offices in Fiji, Samoa and Papua New Guinea and the 15 Pacific island programme countries, as well as to the Pacific Islands Forum Secretariat and other regional organizations, which are members of the Council of Regional Organizations of the Pacific.

51. The regional centres' respective management boards, made up of UNDP resident representatives and country directors in the region as well as other concerned Headquarters units, will guide the annual priorities. Country office annual work plans, agreed on within the framework of respective country programmes, will form the basis for regional centres' provision of advisory services. UNDP will establish performance indicators and enhanced feedback mechanisms in order to better monitor implementation of the provision of advisory services.

52. In line with the 2012 independent regional programme evaluation, UNDP will revamp existing substantive 'cross-practice task teams' to include an appropriate management and governance structure that will allow for more systematic establishment, monitoring and implementation of initiatives through time-bound 'development solution teams'.

53. The regional programme will clearly articulate expected results, baseline data collected and benchmarks, and respective managers and the management boards of the two regional centres will oversee results monitoring. UNDP will conduct:

(a) An internal mid-term review of the regional programme to assess progress made at the mid-point of its implementation;

(b) An independent evaluation of the programme framework before the end of the regional programme to prepare the way for the next programme cycle.

54. Each of these evaluations will review the contribution made to country programmes and the results they achieve. Evaluations of discrete components will take the thematic approach adopted by the UNDP Evaluation Office, enabling UNDP to draw the threads of experience together, across and within regions. In terms of resources, UNDP will allocate 5 per cent of core resources for the regional programme to programme development, monitoring, evaluation and communication of results and lessons learned.

55. Total financial resources for the regional programme cycle are estimated at $130.2 million over 2014-2017, including expected core resources of $43.7 million and $86.4 million of other resources, which are yet to be mobilized. The regional centres have drawn up a resource mobilization strategy for the regional programme that they will further develop to reach the target for non-core resources, focusing on traditional and emerging donors as well as the private sector.

V. Partnerships

56. UNDP will use the regional programme to nurture longstanding partnership with regional and sub-regional intergovernmental institutions, namely SAARC, ASEAN, PIF and SPC, and reinforce the capacity of regional institutions through consultations and actions that advance the MDGs, contribute to debates on the post-2015 development agenda and develop areas of mutual interest. At the same time, UNDP will explore new partnerships with other relevant regional and sub-regional organizations such as the Pacific Islands Development Forum and the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation. UNDP is also developing strategic partnerships with several programme countries – initially China, India and Indonesia – which plan to

work with the United Nations beyond their own immediate development needs to share experience and promote supportive collaboration with other programme countries.

57. UNDP will expand its South-South and triangular cooperation work in the region by promoting national capacity building for South-South cooperation and harnessing South-South experience and expertise within and beyond the region as elaborated in the earlier sections on South-South cooperation.

58. The regional manifestation of the United Nations Development Group (UNDG) is its regional team, chaired by the UNDP Regional Director. UNDP is working closely with other UNDG members to strengthen the role of the UNDG regional team to enable a much stronger collective response to strategic sub-regional and regional issues and to offer better guidance and support to resident coordinators and United Nations country teams so that they can improve the quality of programming and results at the country level. The UNDG regional team will continue to complement the work of the regional coordination mechanism, chaired by the Executive Secretary of UNESCAP who is responsible for coordinating the normative activities at the regional level. The relationship between UNDP and UNESCAP includes collaboration on the preparation of regional MDG reports. On other specific substantive areas, UNDP will work closely with agencies such as the Joint United Nations Programme on HIV/AIDS, UNFPA, UN-Habitat, United Nations Office on Drugs and Crime, UN-Women, etc. at the regional level. The Asia and Pacific region is rich with international, regional and national non-governmental organizations and think tanks, with which UNDP actively seeks partnerships at the regional level and supports such partnerships at the national level wherever possible. UNDP will also consider and support inter-regional partnerships for relevant knowledge creation and sharing as well as joint inter-regional initiatives, which can benefit from cross-regional perspectives and participation.

Annex. Results and resources framework for the regional programme for Asia and the Pacific (2014-2017)[1]

Impact indicator:
Number and proportion of people living above (a) 1.25 US Dollars a day (PPP) and (b) 2.00 US Dollars a day (PPP) (International poverty line) in Asia and the Pacific in the period 2014-2017

REGIONAL PRIORITY OR GOAL: Helping countries in the region achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion through sustainable development practices and strengthened governance within regionally-agreed development goals

Regional programme outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (Strategic plan outcome 1)

Regional programme outcome: baseline, indicator(s), targets, and sources of data	Indicative regional programme outputs	Indicative resources by regional programme outcome
1. Number of un-served and under-served poor, women, youth, rural people and micro entrepreneurs with UNDP's assistance achieving access to responsive and sustainable financial services 2. Coverage of cost-efficient and sustainable energy, disaggregated by energy source and beneficiary, sex, rural/urban and excluded groups 3. Hectares of land that are managed sustainably under a conservation, sustainable use or access and benefits sharing regime 4. Number of countries in which comprehensive measures are implemented with UNDP assistance to achieve low-emission and climate-resilient development objectives	**Output 1.1.** National systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment-and livelihood-intensive **Output 1.2.** Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy) **Output 1.3.** Legal and regulatory frameworks, policies and institutions enabled to ensure sustainable management of natural resources, biodiversity and ecosystems to promote inclusive growth **Output 1.4.** Countries have an enabling regulatory and policy environment for increasing access to financial products, services and literacy	*Regular resources* $ 8,838,000 *Other resources* $21,640,000

Regional programme outcome 2. Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance (Strategic plan outcome 2)

Regional programme outcome: baseline, indicator(s), targets, and sources of data	Indicative regional programme outputs	Indicative resources by regional programme outcome
1. Access to justice services improved with UNDP assistance and disaggregated by sex and population group 2. Proportion of decision making positions (executive, legislative and judicial) occupied by women at	**Output 2.1.** Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions **Output 2.2.** Rule of law institutions strengthened	*Regular resources* $10,038,000 *Other resources* $43,567,000

[1] *The indicative resources in the last column are based on the assumption that UNDP would have contributed (directly or indirectly) towards the outcomes and outputs indicated in the Results and Resources Framework.*

national and sub-national levels 3. Number of legal and administrative frameworks adopted to promote efficiency in the utilization of public resources with UNDP assistance. 4. Coverage of HIV and AIDS services disaggregated by sex, age, urban/rural and income groups	to promote access to justice and legal reform to fight discrimination and address emerging issues **Output 2.3.** Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders **Output 2.4.** National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of basic services to excluded groups, with a particular focus on health and HIV **Output 2.5.** Measures in place and implemented across sectors to prevent and respond to sexual and gender-based violence **Output 2.6.** Measures in place to increase women's participation in decision-making	
Regional programme outcome 3. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change (Strategic plan outcome 5)		
Regional programme outcome: baseline, indicator(s), targets, and sources of data	**Indicative regional programme outputs**	**Indicative resources by regional programme outcome**
1. Percentage of countries with disaster and climate risk management plans that are fully funded in national, local and sectorial development budgets 2. Number of countries that can systematically assess economic and human development loss from natural hazards (geo-physical and climate-induced hazards) 3. Number of mechanisms established with UNDP assistance to engage in inclusive peace dialogues on potential conflict triggers	**Output 3.1,** Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels **Output 3.2,** Preparedness systems in place to effectively address the consequences of and response to natural hazards (geo-physical and climate related) and man-made crisis at all levels of government and community **Output 3.3,** Mechanisms are enabled for consensus building around contested priorities, and address specific tensions, through inclusive and peaceful process	*Regular resources* $8,538,000 *Other resources* $6,177,000
Regional programme outcome 4. Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles (Strategic plan outcome 7)		
Regional Programme outcome: baseline, indicator(s), targets, and sources of data	**Indicative regional programme outputs**	**Indicative resources by regional programme outcome**
1. Percentage of MDG indicators identified and implemented through MDG Acceleration Framework action plans that have made progress 2. Number of countries integrating and adapting the post 2015 agenda and sustainable development goals into national development plans and budgets	**Output 4.1.** National development plans to address poverty and inequality are sustainable and risk resilient **Output 4.2.** Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing **Output 4.3.** South-South and triangular cooperation partnerships established and/or	*Regular resources* $16,335,000 *Other resources* $15,040,000

3. Number of countries prioritizing poverty and inequality reduction in their national development plans, and subsequently include post-2015 poverty eradication commitments and targets 4. Percentage of official development assistance and climate finance recorded in national budgets disaggregated by country	strengthened for development solutions	